

# Innovation & Efficiency

## INTRODUCTION

The City of Long Beach strives to provide its residents with a safe, healthy environment, well-maintained streets, buildings, and parks, a robust local economy, and opportunities for the fulfillment of personal needs. However, our ability to provide these things is constrained by our revenues. This means we must do everything we can to find new, more efficient means for delivering services. To that end, City staff, under the leadership of the Mayor and City Council, has an impressive number of initiatives underway. While these initiatives may not generate actual cost savings, they are a part of a greater strategy of future cost avoidance, improved customer service, and/or increased sustainability.

## ECONOMIC DEVELOPMENT

### Economic Development Blueprint

In April 2017, the Mayor and City Council approved the City's Blueprint for Economic Development (Blueprint) to guide the City's overall economic development work plan for the next ten years. In 2018, the City and community partners continued implementation of the Blueprint resulting in new programs, initiatives, and partnerships focused on creating a more vibrant, resilient, and inclusive local and regional economy. The following is a summary of initiatives and recent actions associated with the Blueprint:

- *Economic Development Commission Champion Initiative:* To accomplish the objectives identified in the Blueprint, the Economic Development Department (ED) launched the Economic Development Commission (EDC) Champion program to ensure the EDC remains engaged in the Blueprint implementation process. EDC Champions advise City staff, engage community partners, identify funding opportunities, and communicate progress to the public on a regular ongoing basis. In 2019, the EDC Champion program expanded to include all seven Focus Areas, six Blueprint Implementation objectives, and more than 36 individual Blueprint initiatives identified by the City Council. For each of these individual initiatives, a City staff member with subject matter expertise meets regularly with their Commission Champion to continue ongoing progress toward implementing all 82 recommendations of the 10-year Blueprint.
- *Economic Development Corporation:* To further multiple Blueprint objectives in Economic Leadership and Cooperation Focus Area, the Mayor and City Council called for the creation of the first citywide Non-profit Economic Development Corporation (Corporation), dedicated to increasing private sector investment. In 2019, the planning process for the Corporation was completed under the guidance of third-party facilitator, and the founding Board of Directors -- including prominent community leaders representing key economic sectors of the local economy -- was ratified to assume strategic oversight and decision making. The strategic goals of the Corporation focus on corridor revitalization, Long Beach-centric marketing, business development facilitation, and the cultivation of a property investment fund to catalyze economic development. The Corporation Board of Directors will begin meeting in Summer 2019, and expects to hire an Executive Director and commence programming in 2020.
- *CSULB Annual Regional Economic Forum:* Addressing two key objectives in the Blueprint Implementation Plan, the City strengthened its partnership with California State University, Long Beach (CSULB) to produce the annual Regional Economic Forum, which provides: (a) an opportunity to discuss the economic and social

challenges and opportunities facing the Greater Long Beach Region; and, (b) an overview of Blueprint implementation activities. In April 2019, at the Long Beach Convention Center, the Regional Economic Forum grew from 250 to 425 participants -- including elected officials, CSULB leaders, industry leaders, students and community members—and included updates on the national, regional, and local economies, highlights on the implementation of the Blueprint, and expert panelists on real estate development. The “2019 Long Beach Regional Economic Update” report including key economic indicators from the Blueprint was presented at this event for the first time and will be distributed throughout 2019 and 2020 to continue to attract business investment and real estate development in the city.

- *Blueprint Annual Update:* Addressing another key objective in the Blueprint Implementation Plan, the EDC delivered an expanded “Blueprint Annual Update” (Update) for the community in April 2019. The Update included 25 individual speakers and covered more than 50 individual activities identified by the Blueprint. EDC Champions presented an overview for each of the seven Blueprint Focus Areas and more than 100 members of the community attended to hear updates, present progress reports, and provide public comment. This was the first expanded Update and produced a substantial report which will be available online for public review throughout the year. The EDC indicated that the Update will be expanded in 2020.
- *Office of Economic Research:* To address a key objective of the Blueprint Implementation Plan to provide regular reporting of economic indicators to the Economic Development Commission and the Economic Development and Finance Committee of the City Council, ED expanded its collaboration with the CSULB Department of Economics. The highlight of these efforts is the “2019 Long Beach Regional Economic Update”, a ten-page economic fact sheet, which provides a comprehensive overview of factors impacting the local economy. Additionally, ED staff continued to receive and report on daily requests from City Council Offices, local media, business owners, and investors about the economic performance of the City in 2019, and its work was highlighted in many community meetings, district updates, and regional media.
- *Blueprint Language Accessibility:* A key objective in the Blueprint Implementation Plan is to ensure the Blueprint is accessible to Long Beach residents and the region’s diverse population. In 2019, the Blueprint was published and distributed for the first time in three languages: English, Khmer, and Spanish. To date, 2,175 hard copies of the Blueprint have been distributed and an additional 1,600 “copies” have been downloaded from the City’s website. In 2020, the EDC Champion and staff will expand Blueprint distribution to include more video and social media across multiple platforms and languages to expand its reach.
- *Business Improvement District Audit:* In December 2017, the City Auditor, in collaboration with the Economic Development Department and Business Improvement District (BID) leaders, completed a BID Oversight Audit that resulted in several recommendations to ensure BIDs are assisting the City meet economic development goals. In 2019, ED made improvements to the management and oversight of the Business Improvement District Program. Key accomplishments of these efforts include:
  - Creating templates for various reports to ensure: all State laws are adhered to, BIDS are reporting in a consistent and standardized manner, and to ensure programs and services delivered are aligned with the City Council approval.

- Finalizing the BID Program Handbook to serve as a useful and informative reference document for BID leaders.
- Launching a BID Strategic Planning Pilot Project to assist one BID with strategic planning and revenue generation support.
- Partnering with the Council of Business Associations to deliver technical assistance and training to help BIDs stabilize, deliver successful programs, and grow.
- Maple: Entering into a partnership agreement with the MAPLE Business Council (MAPLE) to promote bilateral economic activity. The partnership promotes trade, investment, and entrepreneurship by strengthening communication and forging relationships between the City of Long Beach and Canada.
- *Quality of Life:* A key component of the Blueprint objectives centers around increasing investment strategies that enhance public safety in all areas of Long Beach. Strategies that further this objective include the management of leases with non-profits who serve the community including:
  - *ArtExchange Long Beach:* located at 340-356 East 3rd Street, the Art Exchange merged with the Long Beach Museum of Art to increase investment in the arts and provides several community service-oriented uses including: art development, training, programs, and workshop space.
  - *Campus for Homeless Services:* Located at 6845 Atlantic Avenue, this 125-bed homeless shelter and services center will increase access to homeless services and enhance public safety in all areas of Long Beach.
  - *Homeless Property Storage Program:* The City recently used State Homeless Emergency Aid Program (HEAP) funding to secure the property at 1718-1722 Hayes Avenue, which will serve as a site for homeless services property storage.
  - *Mental Health America (MHA):* The MHA site at 1955 Long Beach Boulevard has been rebuilt and offers mental and physical rehabilitation services for Long Beach residents and homeless people in need.

#### Field Inspector Mobile Application

In 2019, the Business License Division initiated implementation of a mobile field inspection application for business license inspectors. This new application will significantly improve the operations of the Business License Division by easily identifying unlicensed, pending, and delinquent businesses, and allowing inspectors to input inspection results into the licensing system while in the field. The application is specifically designed to provide access to the current internal licensing system on mobile devices, allowing field inspectors to review, update, and assess application data from a remote location. The mobile application is enabled with both Geographic Information Systems (GIS) and Global Positioning Systems (GPS), allowing users to look up information on an interactive map and to search for records within a certain distance of the inspector's location.

#### Office Market Advisory Committee

In 2019, the Office Market Advisory Committee (Committee) was formed to support the development environment and increase citywide real estate investment, particularly as it relates to office space. Long Beach is experiencing a 16 percent vacancy rate in office space,

which is significantly behind other components of the real estate market. The Committee is a collaborative partnership between 12 public and private subject matter experts including real estate brokers, developers, and community stakeholders. The Committee meets monthly to address this issue by identifying and implementing strategies to attract investment in the City's office space. In 2019, the Committee participated in trade missions to Vancouver, as well as multiple downtown Long Beach building tours for visitors in town for economic development events.

### Opportunity Zones

The Tax Cuts and Jobs Act of 2017 provided tax incentives to promote development in underserved areas and provided a tool for to connect developers, investors, and sites to spur community re-investment. Through this initiative, the Economic Development Department identified 19 census tracts in the City to help attract investment to over 2,300 acres, including the City's PD-30 and PD-6 development areas.

### Alamitos Bay Parking and Circulation Plan

In summer 2018, the Economic Development Department (ED) began exploring creative opportunities to improve parking and circulation in the Alamitos Bay Marina area. In collaboration with other City departments, ED began developing the Alamitos Bay Parking and Circulation Plan to leverage successes that have resulted from new investments and real estate development in the area and ensure that the public continues to have safe and convenient access to the area. Taking into account the complex issues surrounding this diverse and evolving area, the goals of this project include enhancing and improving parking, circulation, beautification, safety, walkability, access to open space, recreational activities, and multi-modal opportunities. The Plan includes short-term and long-term projects to meet the goals, parking studies and analyses, development of a conceptual plan, stakeholder engagement and feedback, revisions and finalizing the plan, and implementation of the projects. The improvements resulting from the Plan will greatly enhance the experience of those visiting the area, including business owners, employees, customers, boat owners, neighboring residents, and other visitors.

### CSULB Institute for Innovation & Entrepreneurship

In 2019, CSULB continued to partner with the Economic Development Department (ED) and local business organizations to support the Institute for Innovation & Entrepreneurship (IIE), which works to strengthen the local entrepreneurial ecosystem. The primary objective of the IIE is to leverage the creative energy of students, faculty, staff, and entrepreneurial capital into a driving force for economic development for the greater Long Beach community. The IIE is committed to partnering with the City and community-based organizations on the implementation of the Blueprint, and has taken a leadership role in delivering innovative business startup programming and exploring potential research opportunities focused on innovation and entrepreneurship. ED recently partnered with the IIE and Sunstone Management, Inc., on the Long Beach Tech Accelerator, which focuses on developing local start-ups by providing infrastructure, access to capital, and technical assistance.

### Airport Advertising Program

The City awarded Clear Channel Airports a five-year contract to create and manage a new advertising program at the Airport. Digital LED video walls were added to both concourses as well as glass wraps. New LCD screens were added to both baggage claim areas and new

tension fabric displays were added throughout the Airport. These installations complement the look and feel of the Airport and generate revenue. Since implementation in August 2018, this new program has generated over \$100,000 for the Airport. The current advertisers include The Queen Mary, CSULB, Universal Studios Hollywood, Dignity Health National, and the L.A. County Department of National Health.

### Everyone In Economic Inclusion

On November 7, 2017, the City Council directed the Economic Development Commission and the Economic Development Department to conduct a deeper assessment of Economic Inclusion in Long Beach by implementing the “Everyone In” economic inclusion initiative. Efforts supporting economic inclusion continued in 2019 through the following programs:

- *Equity Profile:* To plan for more economically equitable community, staff continued to identify and measure various equity indicators to assess how well the City is doing to ensure its diverse residents can participate in the region’s economic vitality, contribute to the readiness of the workforce, and connect to the region’s assets and opportunities.
- *Kiva:* Kiva provides an innovative micro lending program for local small businesses in the form of an online crowdfunding platform that enables entrepreneurs to access 0 percent, no fee small business loans up to \$10,000. The pilot program has yielded stellar results, and assisted low-income entrepreneurs and small business owners who did not have access to traditional sources of capital. In fact, 1,891 individual community lenders came together and \$157,000 in capital was deployed, 17 borrowers served, and 13 community trustees mentored and endorsed borrowers.
- *Listening Tour:* The Listening Tour focused on completing more outreach into the focus area of economic inclusion to ensure that segments of the Long Beach community that are traditionally underrepresented, can provide valuable input and recommendations about economic development. Through this effort, over 100 community members from diverse backgrounds participated in nine equity-based community conversations and co-developed 12 community solutions to advance economic opportunities for everyone in Long Beach.
- *Living Cities:* The Living Cities program fosters entrepreneurship and job growth in partnership with the Citi Foundation and Living Cities. This effort focuses on several outcomes such as understanding and applying a lens of inclusion, mapping the entrepreneurial ecosystem, developing wrap-around support, and connecting to growth industries and local talent.
- *Youth Banking and Financial Literacy:* This initiative, which is being led by the Pacific Gateway Workforce Innovation Network (Pacific Gateway), focuses on providing access to free checking and savings accounts, and conducting financial literacy education to all youth participants in Long Beach workforce development programs.

### mySidewalk Economic Insights Dashboard

In 2019, the City re-launched an enhanced version of the mySidewalk Economic Insights Dashboard (Dashboard), an interactive data intelligence tool that helps track key statistics, drives action, and highlights community progress on citywide goals. The new and improved Dashboard is aligned more closely with the 1--Tear Blueprint for Economic Development and

includes new sections and data sets that provide more insight to the key metrics related to driving economic opportunity in Long Beach.

### Start It Up

Start It Up is a mobile and in-person mentoring program that gives business owners and entrepreneurs the tools they need to succeed. In 2019, the original pilot program was expanded from a cohort of 20 to a full cohort of 100 local business owners and entrepreneurs. The City's partnership with Start It Up focuses on finding ways educate budding entrepreneurs on starting and growing a business and provides resources and classes to promote long-term success.

### Shaun Lumachi Innovation Center

A partnership agreement originally approved by the City Council in December 2017, will create a new downtown learning and working center for business owners and entrepreneurs. The lease agreement formalizes a partnership between the City, Long Beach City College, and BlankSpaces to revitalize 309 Pine Avenue into a shared working environment and entrepreneurial innovation center. The Innovation Center is anticipated to be fully operational by Summer 2019.

### Wells Fargo WINS Grant

The Wells Fargo WINS Grant will be implemented by the City's Pacific Gateway Workforce Innovation Network for the Citywide Market for Hourly Labor Program to assist those with irregular work schedules. Using software, PGWIN will help the City build a marketplace for hourly labor that centers on protections, progress, individual control, and alignment with employers' needs. Initial stages of the program are expected to begin in Fall 2019 with a primary focus on the City's seasonal employee workforce.

### FUSE Corps

The City continues to partner with FUSE Corps to assist departments with unique projects and initiatives that focus on challenges affecting the City. FUSE partners with civic leaders to identify pressing strategic challenges and then recruits entrepreneurial, mid-career professionals to serve in executive-level fellowships across local government. FUSE Corps Fellowships are supported by funding from various local and regional private philanthropic sponsors. Past sponsors include the Omidyar Network, the James Irvine Foundation, Senior Care Action Network (SCAN), and the California Community Foundation (CCF).

FUSE Fellows are currently involved in two projects:

- Inclusionary Housing: Assigned to the Development Services Department, a Fellow is assisting in investigating a draft Inclusionary Housing Economic Analysis, a key and critical part in developing the City's appropriate Inclusionary Housing Plan (IHP), and in the coordination of outreach campaign to educate residents on the potential advantages of a balanced IHP. The Fellow researched similar housing policies adopted by other agencies and the housing market conditions in those localities to help develop a Long Beach-focused IHP that increases affordable housing units through the implementation IHP without imposing onerous restrictions on housing developers that would make typical projects infeasible. The policy is anticipated to be reviewed and approved by Council in September 2019.

- Integrated System of Care: Assigned to the Health and Human Services Department, a Fellow leading a project to make it easier for the public to enroll in Health Department programs by standardizing the intake process and creating a streamlined screening and referral process. The Department is currently taking part in a four-month proof of concept pilot to test the new intake and referral workflow. The information from the pilot will be used to create a long-term technology supported solution that will improve collaboration across programs and increase program enrollments. This project is expected to be completed in FY 20.

### Office of Civic Innovation

The City launched the Office of Civic Innovation (OCI) in FY 19. With funding from departments and foundations, OCI serves as in-house consultants to City departments and together co-create effective approaches that address the most pressing issues. OCI is comprised of a Director, Data Scientist, Designers, Project Managers and Graduate Interns that deploy a six-pronged approach to problems.

OCI will continue its initiatives to provide innovative solutions to challenging issues impacting Long Beach by using private and public funding sources. In FY 20, OCI will work with City departments on various projects and studies, including:

- *21st Century Libraries*: OCI will partner with the Long Beach Public Library to explore and implement best practices in providing library services to people experiencing homelessness, substance abuse and mental health challenges, while ensuring a safe environment for all people using the library. In addition, OCI will explore the opportunities for piloting a Tech Library, co-working space and other public-private innovations in Library Services.
- *Best Practices in Utility Customer Communication*: OCI will support Energy Resources in developing new tools and strategies for communicating with utility customers. These new tools and strategies will inform customers about how to effectively decrease usage rates to impact climate change, conservation, resource adequacy, safety, response to natural disasters, rate volatility, and increase interest in energy-efficiency programs.
- *Business License Data Tracker*: In partnership with Economic Development and consistent with recommendations from the City's 10-Year Blueprint for Economic Development, OCI will analyze business licensing data to gain insight about local business startup activity and the process for licensing and permitting a new business in Long Beach. This project will support the analytical work required for a deeper understanding of business licensing trends to shape new or existing programs and track performance goals regarding the time, complexity, and cost of starting a business; as well as boosting overall business activity, customer service support, and revenue generated by new business licenses in the city.
- *Census 2020*: In partnership with Mayor, City Manager's Office, City departments, and community-based organizations, OCI will deploy user centered design, data analytics and community engagement strategies to ensure everyone is counted in Census 2020.
- *Customer Self Service Portal Survey*: In partnership with Energy Resources, OCI will create a scope of work and user experience model based on utility customer needs that will inform a new interactive web-based portal.



- *Long Beach Airport Smart Cities:* OCI will continue to partner with the Long Beach Airport on the implementation of the Customer Experience Playbook and explore smart cities technology and innovation options to optimize the customer experience.
- *Smart Cities and Autonomous Vehicles Pilot:* In coordination with other City departments, OCI will work to implement automated transportation pilots and policies that will improve mobility outcomes and create a healthier, more connected, and sustainable city.

## TECHNOLOGY

### High Tech Infrastructure Master Plan

Over the past year, the Technology and Innovation Department (TID) continued its multi-year effort to evaluate and improve the core technology infrastructure to ensure the City has a strong foundation to support current and anticipated service demands. Technology programs included initiatives to modernize outdated equipment, to establish citywide fiber connectivity, and to improve technology services to support the on-going development of a high-tech government, business, and community environment, and to improve civic engagement and access to government services.

### Online Self-Service Portal

In an effort to increase the overall customer experience, the City is pursuing the use of an online self-service portal for the licensing and permitting process. With the use of an online self-service portal, businesses and residents can access a single interface to apply for and obtain permits and licenses, submit or view publicly available service requests, and pay application and permit fees through their browser at home or on the go. Information can be easily accessible to both members of the public and internal staff in real time, reducing the amount of staff time to process requests for information and reducing the overall time to issue licenses and permits.

### Credit Card Convenience Fees

As customers continue to shift to electronic modes of payment, there is a demand for fast, convenient, low- or no-cost payment options. Customers would prefer not to incur convenience fees and would also like to take advantage of rebates that are offered by some credit cards. Through an RFP process, the City implemented a new contract for payment processing services. With this new contract, the City has eliminated convenience fees for utility customers from any form of payment of utility bills. Elimination of the convenience fee for utility bills addresses customer complaints and encourages more use of the internet for utility bill payments. Eliminating fees will provide significant savings for utility customers, who will avoid paying \$3.75 per payment if using a credit/debit card, or \$0.95 if using an eCheck. Additionally, utility customers have the expanded convenience of paying their utility bills at any CVS Pharmacy or 7-Eleven location in the United States.

### Updating the City's Technology Infrastructure

In December 2017, the Technology and Innovation Department presented to City Council an overview of the critical technology infrastructure needs which aimed to address foundational infrastructure that is end-of-life and incapable of supporting the new Civic Center and the City's business needs. The Critical Technology Infrastructure Program is currently building a strong

technology foundation to support the new City Hall, new Main Library, new public spaces, as well as citywide operations in over 150 City locations. The infrastructure includes a new data center, enhanced network communications, wireless infrastructure, audio video, and security systems that enable the City to provide better services to staff, residents, and businesses.

Key initiatives in FY 20 and beyond include:

- Expanding the telecommunications infrastructure to support key projects including LB COAST Phase II, Enterprise Document Management, Customer Relationship Management, network camera, Body Worn Camera, WiFi systems, and new collaboration devices and services. All of these projects are dependent on a highly reliable, fast and pervasive network foundation across the city.
- Completing the migration of the existing City Hall Data Center into the new City Hall Data Center, and driving efforts to stabilize and optimize the new technology environment. This new data center will deliver the core IT infrastructure, including modern servers, storage, printing, backups, building management, public safety systems, databases, and cyber security systems that delivers technology services to the City's departments, businesses and residents.

### Citywide Fiber Network

As part of the Critical Technology Infrastructure Program, the Technology and Innovation Department (TID) is working with Public Works, Water, and Energy Resources Departments on a plan to implement a citywide fiber network to interconnect City buildings to address advanced connectivity requirements. This fiber network will provide savings on current and future communication costs and will create a foundation to support digital inclusion services and applications. Further, this program positions the City to pursue public-private partnerships to close the "digital divide" for those living and working in Long Beach.

Working together with Public Works, TID is evaluating multiple implementation and partnership alternatives, and is also continuing to leverage dig-once opportunities when available. These include: running fiber on 2<sup>nd</sup> Street in Belmont Shore, running fiber on Broadway in Downtown, interconnecting fiber at facilities like North Health, enhancing fiber paths on Shoreline, and coordinating fiber along the Blue Line. These fiber projects improve the City's connectivity to diverse facilities including public safety buildings and improve the City's capability to support critical operations (e.g., body worn cameras, network cameras, traffic signals, radio systems, WiFi and internet services).

### Go Long Beach Improvements/Customer Relationship Management System

The City is pursuing a Customer Relationship Management (CRM) solution to manage interactions and relationships with residents. The CRM application will help the City address the following:

- Reduce call waiting times and increase efficiency and effectiveness of current call intake operations,
- Provide residents easy access to City services,
- Provide tracking and monitoring capabilities to help improve City service delivery,
- Improve residents' engagement,

- Improve openness, transparency, and accountability,
- Improve alignment of resources with service demands,
- Implement a resident service delivery platform that integrates people, processes and technology, and,
- Reduce the cost of operating technology over the long run

Currently, the City is reviewing proposals and will be presenting a recommended CRM solution and timeline for CRM implementation to City Council in Fall 2019.

The City continues to use Go Long Beach, which is a service request application (app) designed to provide residents, businesses, and visitors the ability to submit requests conveniently. Go Long Beach allows service requests such as potholes, graffiti, etc. to be submitted directly to the City of Long Beach, where it will be routed to the appropriate department. Service requests can be submitted via the web portal or through a mobile device. The popularity of the app has grown exponentially since its inception. Go Long Beach has been improved with recent integration to some City work order systems. However, a decision will be made as part of the CRM project whether to continue Go Long Beach in its current structure or to use the mobile app from the selected CRM solution.

#### Enterprise Resource Planning System (LB COAST)

Phase I Munis, the City's new Enterprise Resource Planning (ERP) system that will integrate the Financial, Human Resources, and Payroll systems, went live on April 15, 2019 with the Financials Phase I. Remaining phases which include HR/Payroll, Budgeting, and Collections are expected to Go-Live in 2020.

The implementation project, known as LB COAST, has been a cross-departmental effort, comprised of three dozen staffers dedicated to replacing the City's antiquated Financial Management and Human Resources systems with the new, and much-needed Munis system. Migrating our critical Financial and HR/Payroll systems away from the City's mainframe computer and 1970's technology represents a multi-generational leap that will benefit every department, and will bring a wealth of citywide improvements, including major advances in efficiency, transparency, and controls. It will also significantly improve information for decisions by management and elected officials.

#### Financial Systems Improvements

In conjunction with the Fire Department, the Technology and Innovation Department implemented an Electronic Patient Care Reporting (ePCR) System to replace the current manual paper process used to document emergency medical responses and services. The new ePCR electronically transfers information to the Financial Management Department's Ambulance Billing System, which then enables staff to bill for ambulance services. This new system provides a much cleaner, more efficient and faster billing process. It eliminates the need for paper reports, reduces errors that may arise from illegible handwriting, and eliminates much of the data entry previously performed. This frees the billing staff to tend to other tasks such as following up on claims and correspondence to improve the turnaround time of claims processing and expedite cost recovery.

The functionality of the RescueNet system, which is used for ambulance service billing, was expanded to perform internal ambulance collection activities and to interface with the City's third-party collection agency. Utilizing one system from beginning to end will provide a complete history and access to all documentation on an account and better reporting and collections capabilities.

### Open Data

The City is in the process of developing an interactive Public Art mapping portal that will show residents and visitors in Long Beach the location of publicly accessible art locations in Long Beach, along with images and information on the art. As more locations are uncovered or created, this story map will grow over time with new art locations and additional map features to reflect the vibrant and thriving communities in Long Beach. This capability is expected to be launched by September 2019. In addition, the City is revamping its Measure A interactive map to show more details regarding the infrastructure investments funded through the 10-year Measure A sales tax. This revamped map is expected to be launched Summer 2019.

### Electronic Document Management

In FY 19, the City began the implementation of an Enterprise Document Management System (EDMS) project. The goal of the project is to enhance operational efficiencies by automating business processes and greatly reducing paper files and storage. The City has 65 million hardcopy documents/records. This project is a two-year process that will involve automating business processes for every city department to reduce the amount of paper being produced going forward.

### Network Cameras

In October 2017, the Technology and Innovation Department (TID) launched a two-year effort to modernize the City's network camera systems. This initiative was a partnership between TID, the Long Beach Police Department (LBPD), and the Public Works (PW) Department. TID has upgraded camera components at Rainbow Harbor, Convention Center, Pine Avenue Entertainment District, Promenade, Vets Park, Orizaba Park, Craftsman Park, Seaside Park, Houghton Park, Magnolia Industrial Group, Long Beach Blvd, City Hall, Property Building, as well as completed significant upgrades to the camera system back end servers, storage, and system software to improve performance, reliability, and security. TID has also added cameras at several priority intersections and several city facilities and parking structures, including Washington Middle School, Police North Division, Long Beach Public Libraries, Public Safety Building, City Place Parking Lots, Aquarium Parking Lot, the new City Hall, and the new Civic Center Plaza. This network camera modernization project enhanced the City's network camera technology foundation while providing LBPD improved performance, reliability and usability.

### Project Management Software

In 2018, the City awarded a contract for new project management software to be used by the Public Works, Long Beach Airport, Water, and Energy Resources Departments to manage City Capital Improvement Projects (CIP). This system will work in tandem with the new LB COAST Financial System to help manage and track the City's projects from project inception, to design, construction and then through project close out. The use of the software by various departments will allow for easier communication/coordination of construction-affected areas of the City and with the implementation of the City's dig once policy. The City is currently in the pilot-testing and training phases of this new software implementation.

### Marina Management Software

In March, the Long Beach Marinas introduced Marina Go, a cloud-based marina management software using the latest technology and user interface techniques improving customer service, while simplifying staff workflow. Marina Go allows customers to sign into their accounts from their smart phones, tablets, or computers to make on-line payments, review their lease and other related documents such as insurance and vessel registration, 24-hours a day. Integrated google maps provide a quick view to assist customers with slip availability and utility details. Features of the software include: visual occupancy tracking provides management with a graphical view of slip occupancy; paperless billing; E-signature contracts; and, the ability to generate mail-merge contracts and correspondence for emailing to all customers. In addition, several mobile apps are available and in development that will improve staff efficiencies and improve customer service.

### Phone System Upgrade – One Number

Over the past year, the Technology and Innovation Department (TID) completed a project to upgrade the City's outdated telephone system. The new telephone system improved the overall performance and reliability and is helping to enable new workflows to provide better services to staff, residents and businesses. The upgraded telephone system includes a modern call manager, unified messaging and voicemail system, and contact center system that supports over 8,000 handsets and voicemail accounts at 150+ buildings throughout the City. The upgraded system also provides a new citywide emergency responder service that streamlines public safety's access to caller location when emergency calls are placed from City facilities.

Leveraging the new telephone system infrastructure, TID is in the process of implementing a citywide "one number" system to improve civic engagement and access to government services. The "one number" will feature a voice recognition system and menus to enable access to multiple city departments without having to know the direct number to each of the city departments. TID is working with the Office of Civic Innovation to incorporate user focused design into the "one number" project.

### Public Safety Radios and Radio Dispatch System Upgrade

In 2018, the City completed a two-year process to replace the aging public safety radio dispatch infrastructure leading to improved radio dispatch sound quality, new public safety communications functionality, greater interoperability with Los Angeles County agencies, and improved technology support. In FY 19, the City launched a project to replace the outdated portable and mobile radios used in day-to-day and emergency response communications. This project is anticipated to continue into FY 20 and will improve public safety interoperability across the Southern California region, improve radio reception capabilities, and maintain ongoing technical support.

### Access Control System Upgrade and Integration

Over the past year, the Technology and Innovation Department launched a project to upgrade the City's outdated access control system that manages employee and visitor access at 20+ city buildings, multiple parking lots, and the City's fuel management systems. The new access control system has been integrated with the City's overall security system and is being integrated with the new Civic Center buildings.

### Wireless Telecommunications Facilities in the Public Right-of-Way

The Public Works Department's Private Development Program is implementing a new small The Public Works Department's Project Management Bureau implemented a new small cellular program known as "Small Cell." Approved by City Council in April 2018, wireless telecommunication companies are now able to receive permits to install their devices on the City's street light and other utility poles. The purpose of the Small Cell program is to provide greater communications capacity in areas and increase data consumption over the wireless network. The new permitting process streamlines the review and approval process while also standardizing the equipment placed in the public right-of-way thus making it more aesthetically pleasing.

### Library High-Speed Internet

In 2019, the City's libraries were again awarded funding from the federal Schools and Libraries Division of the Universal Service Fund, commonly known as "E-rate," to continue upgrading the network in the branch libraries and install network infrastructure and equipment for the new Main Library. These network enhancements allow the library to offer faster internet speeds on public computers, as well as through personal devices connected to the wireless network. It also allows the library to offer richer content such as streaming media for education, training and quality of life purposes to the residents of Long Beach. Over the past year, cabling and wireless networking was upgraded at seven branch libraries.

### New Library Technology

In March 2019, the Library launched a new, redesigned website (accessible at [longbeach.gov/library](http://longbeach.gov/library) or [lbpl.org](http://lbpl.org)). The website was moved to the City's hosted platform, and has improved the user experience with a fresh, modern interface, viewable on a computer, tablet or mobile device. The website offers community members free digital resources, and visitors can subscribe to the Library's mailing lists to receive direct email newsletters by subscribing on the homepage or newsfeed. The new website features a revamped Digital Library, including electronic resource offerings including ebooks, e-audiobooks and streaming videos for adults and children. The events calendar has also been improved with enriched content on the homepage to promote Library events.

The Library also expanded its electronic resource offerings again this year by adding the New York Times and Archives Unbound, both of which were made available by funding from the California State Library. The New York Times can be accessed via the Digital Library after registering for a free New York Times account. This includes content dating back to 1851. Archives Unbound consists of more than 290,000 primary source documents totaling 12 million pages addressing students and scholars' historical research and study needs.

Additionally, the Library is currently working on implementing a point of sale (POS) system in 2019 starting with the new Main Library. This system will allow patrons to pay fines and fees with a credit card either online or in person at any of the 12 library locations.

### Park App: Agents of Discovery

The Parks, Recreation and Marine Department rolled out the Agents of Discovery smart phone app that, much like Pokémon Go, provides lessons about open space, geo-tagged and triggered to appear in the smart phone app as participants explore a park. The app is available at two City open spaces, DeForest Wetlands and Willow Springs Wetlands. The app is now

part of a larger California Park and Recreation Society (CPRS)-endorsed So. Cal. Explorer Campaign, which adds the Long Beach locations to other Southern California locations for regional exploration.

### Airport Website Redesign

A new airport website with a modern design will launch in July 2019. The new website will continue to use the lgb.org website address but will be supported by the new Content Management System (CMS) the City began utilizing in 2015. In addition to streamlined organization and navigation, the site will contain many new features such as responsive design, social media and extensive Search functions. This upgrade is critical for the airport to provide a smartphone-enabled Web portal, which will allow continuous access to information and services.

### Automated Meter Reading

In 2017, the Long Beach Water Department began the process to deploy “Advanced Metering Infrastructure (AMI).” All 90,000+ water customers across Long Beach will be transitioned smart meters by 2020. Like the AMI gas meters, the transition to AMI will eliminate the need to manually read meters each month, reducing operational costs and vehicle emissions. AMI will also ultimately provide customers with access to more timely and detailed information regarding their water use, including leak alerts to help customers avoid high bills caused by leaks that would have previously gone undetected.

## **PUBLIC SAFETY**

### Body Worn Camera Program

In August 2018, the Police Department (PD) with the assistance of the Technology and Innovation Department, initiated Phase I of the Body Worn Camera (BWC) deployment in two patrol divisions. Presently, over 200 cameras have been deployed to patrol officers in the North and South Divisions.

PD recommends implementation of BWC technology in FY 20 to the remaining Patrol Divisions and non-general fund field operation contract services groups. The expansion is planned to include contract service groups such as Airport, Port, Long Beach Transit and City College. The proposed expansion would extend BWC coverage to all four geographic patrol divisions including field support operations consisting of Traffic Motors and K9 Units. PD estimates the BWC deployment described above will total approximately 875 BWC cameras inclusive of the existing 200+ currently deployed. This does not forecast future growth in sworn personnel.

Thus far, BWC deployment in North and South Divisions has been a step toward increased departmental transparency, as well as enhanced support for the safety of our residents and employees. Preliminary data indicates great success in capturing video of critical incidents and the program is fully expected to serve as a promising risk management tool.

### Mental Health Clinician Services in the Jail

A core initiative from the Justice Lab is the placement of a mental health clinician in the Police Department jail. Through this collaboration with The Guidance Center, a mental health clinician meets with inmates identified as high frequency repeat offenders. Assessments and case management services are provided to willing participants with the intent to reduce recidivism.

This partnership aims to enhance the links between City and community-based services to reduce continued patterns of incarceration. This program highlights the benefits of collaboration among City departments, as well community service providers. The program will continue into FY 20 and will be assessed for its effectiveness to reduce recidivism.

### Police Recruitment Process Review

Recruiting qualified applicants who can successfully complete the California Peace Officer Selection Process as well as the City's internal hiring process continues to be a challenge. A recent Peace Officer Standards and Training (POST) survey revealed a significant number of law enforcement agencies are also experiencing high applicant failure rates. New strategies will be essential to fill recruitment gaps and the anticipated loss of organizational knowledge that will accompany the high levels of forecasted retirements. In FY 19, the Police Department entered into a 12-month service agreement with the Office of Civic Innovation to conduct a study into City hiring policies, processes, workflow and technology used to facilitate the recruitment, testing, investigation, hiring and training of recruits. Recommendations from the study will assist the Department in implementing an immediate, contemporary, and relevant recruitment and training plan in FY 20 to begin addressing deficits in applications received, as well as high attrition rates observed during the hiring and training phases.

### Fire Department Diversity

The Fire Department (LBFD) has partnered with the City Manager's Office and Civil Service to develop recommendations and best practices for recruiting highly-qualified and diverse firefighter candidates. This project team has analyzed the demographic data of previous applicants, conducted best practice research, evaluated the selection process, surveyed existing LBFD firefighters, and held qualitative interviews with key stakeholders in the recruitment process to develop actionable recommendations to strategically recruit a more diverse candidate pool. The Department has also partnered with the Long Beach Unified School District to develop a Fire Science Pathway at Jordan High School. The pathway is a long-term strategy to help improve diversity hiring. The Fire Science Pathway is set to start in fall 2019.

### AB953 Mandate

Beginning in FY 20, the Long Beach Police Department will be required to comply with the Racial and Identity Profiling Act of 2015 (AB953). The law requires annual data reporting by all law enforcement agencies to the State Attorney General on all stops conducted by sworn employees. The reported data is also required to include information on time, date, location, and the reason for the stop, among other details.

In preparation for this legislation, the Department identified a software application for mobile device technology that offered a practical, convenient and uncomplicated platform for compliance. Through collaboration with City information technology partners, a responsive design was developed that would allow for functional use of the application across hardware platforms for greater flexibility and multiple data entry options including mobile phones.

To facilitate user convenience, the Department initiated the largest distribution and implementation of new mobile phone technology for police officers. This action has not only offered cross functionality and permitted easy-to-use technology to comply with the AB953 mandate, but it has also enhanced the Department's body-worn camera program effectiveness



and has ensured that the Department is well-positioned to provide its police officers with the next generation of 21st century technology tools to fight crime and better public safety for Long Beach residents.

#### Records Management System Upgrade

The Police Department's Records Management System (RMS) is its core and main data repository, which houses all critical law enforcement information including police reports, arrest and inmate documents, evidence tracking, and crime statistics. The U.S. Department of Justice (DOJ) crime reporting standards have changed and agencies across the country are transitioning RMS platforms to comply with new federal standards. With the assistance of a consultant firm, the Department conducted an RMS Needs Assessment to develop an RFP for a new Records Management System. Procurement for the RMS began in early 2019 and vendor selection should be complete by end of year early in FY 20. Implementation of the new RMS system is to immediately follow and is expected to be in full swing during 2020, which will include the completion of the contracting process, all necessary personnel training and full data conversion for a projected "Go Live" date in 2020.

#### Public Health Emergency Response Academy

Public Health Emergency Management launched the Public Health Emergency Response Academy to train Health Department staff on how to respond to an incident requiring a public health response. This includes how to respond during a shelter activation or point of dispensing (POD), and what response looks like using the incident command system (ICS).

#### Unmanned Aerial System Program

The Fire Department created and implemented an Unmanned Aerial system (UAS), or "drone," program to aid in fire suppression and emergency response, purchasing three drones with cutting edge video technology and qualifying five firefighters in drone piloting in accordance with Federal Aviation Administration standards. The Department's ability to rapidly deploy a drone to the scene of an emergency situation greatly enhances overall situational awareness for incident commanders, and streamlines development of response strategies. They will also provide the aerial reconnaissance needed to effectively mitigate all types of incidents such as fires, rescues, and hazardous material spill events. Drones have already been used to aid emergency response during three different incidents in 2019, representing the first time drones have been used for firefighting in the history of Long Beach.

#### Mental Health First Aid for Public Safety Training

After a highly successful pilot program last year, the Fire Department successfully competed for the Substance Abuse and Mental Health Services Administration Grant award totaling \$360,000. As the first Fire Department awardee of this new grant, the Department utilized the Homelessness Education and Response Team (HEART) to provide mental health first aid training to more than 300 employees. This is the first time the Department has provided this training on a Department-wide scale. This program has demonstrated the importance of mental health awareness in emergency response and created a model for other agencies in the State.

#### Public Health Data Sharing

The Fire Department partnered with the Health and Human Services Department to create a data sharing program oriented toward improving living conditions and access to services for elderly patients throughout the City. Utilizing internal emergency medical response data, the

Department will facilitate direct referrals for patients who routinely need emergency care and link them to the Health and Human Services Department. The goal of this program is to enhance at home services for elderly citizens and improve their quality of life while they continue to live independently.

### Crime Prevention Through Environmental Design (CPTED)

The Project Management Bureau of the Public Works Department coordinates with the Police Department (PD) to obtain feedback on their designs for parks and other public spaces to discourage crime through the use of environmental design. Crime Prevention Through Environmental Design (CPTED) is a multi-disciplinary approach to discourage criminal behavior and reduce crime by changing the physical design of City projects based on strategies such as improving visibility, helping the City control access to a site and the use of design elements to define the transition between public and private spaces, such as fencing, hedges, etc. PD reviews all plans for new development projects and provides feedback to help the City build projects that focus on security, building positioning, screening, lighting, and video camera surveillance.

### Next Generation 911 – Wireless Caller Location Accuracy

To improve location accuracy for 911 calls made from wireless devices, the Department of Disaster Preparedness and Emergency Communications, partnered with a cloud-based mapping and analytics service provider, Rapid Deploy (RapidSOS). Through this partnership, 911 dispatchers are now able to more accurately locate wireless callers, so that they can quickly dispatch Police, Fire or Emergency Medical first responders, even if the calling party does not know their location and/or are unable to provide the information.

More than 80 percent of 911 calls in California are made from wireless devices. There are many situations where 911 emergency callers are unable to provide accurate location information requested by 911 dispatchers. Callers experiencing situations where it is unsafe to remain on their cell phone, and situations where the calling party is unable to talk or not is familiar with the area, will benefit from this technology where accurate location information can be obtained independent of the calling party's situation. The California Office of Emergency Services procured the RapidSOS solution and made it available to qualified 911 Call Centers. This initiative is part of the broader project to facilitate the transition of 911 Call Centers to Next Generation 911 (NextGen 911). NextGen 911 products include Text-to 911, which the City implemented in 2017.

### AlertLongBeach

Through the AlertLongBeach emergency alert system, the Department of Disaster Preparedness and Emergency Communications has the ability to set up notifications for special events, such as the Long Beach Grand Prix or Long Beach Pride. Attendees can opt in to an event-related notification via text using pre-determined keyword that will be publicized before and during the event, which will allow 911 dispatchers to send alerts specific to that event as needed (e.g., street closures, traffic, or emergencies). Subscribers will only receive notifications for events they join, and they are able to opt-out at any time.

## **COMMUNITY HEALTH**

### Community Hospital of Long Beach

The Government Affairs team secured several acute care hospital license extensions and seismic extension approvals for Community Hospital of Long Beach (Community Hospital) from the California Department of Public Health (CDPH) and Office of Statewide Health Planning and Development (OSHPD). These extensions and approvals enabled critical negotiations for a long-term lease to continue with Molina, Wu, Network (MWN), a new potential hospital provider at Community Hospital, while maintaining a continuously licensed acute care facility, saving the hospital from significant, and financially infeasible mandates, if the hospital had become unlicensed during the long-term lease negotiation period. Rather than being subject to a January 1, 2020 seismic compliance deadline, Community Hospital is now on track to meet the January 1, 2025 deadline, which was established for other hospitals as well, through AB 2190.

### Efforts to Reduce the Incidence of HIV/STDs

In May 2019, the Health and Human Services Department, in partnership with the Long Beach Comprehensive HIV Planning Group (HPG), launched the [Long Beach HIV/STD Strategy](#). To begin to turn the tide of STDs and HIV, the City and its partners must come together through system coordination and resources to implement these strategies. The recommended goals include building system capacity, educating providers and the community on HIV and STD testing and treatment, increasing testing and treatment availability, coordinating service provision, identifying undiagnosed persons with HIV, linking newly diagnosed persons to care, retaining persons who are living with HIV in HIV care, reducing the community viral load, and expanding the availability of PrEP (pre-exposure prophylaxis) and PEP (post-exposure prophylaxis) within the City to prevent HIV infections. A visible focused campaign throughout the city is crucial to ensuring these goals are attained. The partners of this planning group recognize that no one organization can do this on its own and that this plan will only be effective if all organizations come together to decrease STDs and HIV.

The Health and Human Services Department has also collaborated with the Long Beach Unified School District to develop sexual health education for high schools throughout Long Beach. For those who requested assistance, HIV/STD Surveillance Program staff were available as an additional resource to teach material on sexual health and healthy and unhealthy relationships. Lessons were requested via the Department's website at [www.longbeach.gov/hivstd](http://www.longbeach.gov/hivstd).

### Long Beach Justice Fund

In FY 19, the City established the Long Beach Justice Fund in partnership with Vera Institute of Justice Safety and Fairness for Everyone Network. A one-time grant of \$250,000 from the City of Long Beach and the \$100,000 catalyst grant from Vera will initiate the Fund and legal services program. The Justice Fund will provide legal representation for individuals facing deportation who live or work in the City of Long Beach. Immigrant Defenders Law Center was selected through an RFP process to provide legal services and is anticipated to begin in June 2019.

### Airport Therapy Dog Program

Furthering Long Beach Airport's commitment to operate a community-oriented and welcoming facility, in early 2019 the airport implemented the volunteer therapy dog program "LGB STARS" (Simple Therapy and Real Smiles), with trained therapy dogs (and their owners) who relieve stress for travelers in need available throughout the airport.

### Illegal Fireworks Campaign

Working closely with City departments, the Office of Public Affairs and Communications (OPAC) in the City Manager's Office has developed a 2019 fireworks communications strategy and branded campaign, called "Celebrate Safely." The campaign emphasizes fireworks safety and revolves around three messages: (1) following the law and not lighting fireworks; (2) going to a professional permitted show; and, (3) participating in the myriad of celebration options available as an alternative to fireworks.

The Celebrate Safely campaign will become a year-round message with a primary focus on Independence Day, since it is historically synonymous with fireworks. The campaign uses multiple strategic methods:

- *Digital Communications:* Social media, Web, GIFs, #GoLongBeach Newsletter, and crowdsourcing;
- *Print Communications:* Fliers and coloring sheets for kids;
- *Outdoor Communications:* Long Beach Transit interior bus cards, lawn signs, messaging at park events, digital freeway billboards, digital on-street message boards, lifeguard tower notices, and signage on City vehicles;
- *News Media Communications:* Press releases; and,
- *In-Person Communications:* staff event attendance and canvassing.

## **HOMELESSNESS**

### Everyone Home Long Beach

In May 2018, the City launched the launched a major initiative to address the statewide homelessness crisis and its impacts on Long Beach. The Everyone Home Long Beach Task Force was led by CSULB President Jane Close Conoley and facilitated by the Department of Health and Human Services. It was comprised of 30 leaders from across the City and those who have experienced homelessness. Its purpose was to build on the City's comprehensive homeless services and affordable housing efforts and to identify innovative approaches to provide new pathways into housing, while preventing residents from falling into homelessness. It's the most significant plan to address homelessness in more than a decade.

The report makes policy and service recommendations to improve our responses to this issue in Long Beach, including expanding mental health and prevention strategies and sets clear goals for housing that are needed to reduce the number of people who experience homelessness each year in Long Beach. Some of the key recommendations from the report include:

- Strengthening governance and increasing funding by restructuring our service delivery operations and leadership structure. We expect the state and county to play a significant role in this funding.
- Improving communication, education and advocacy to increase community support for solutions and to reduce stigma and fear surrounding homelessness.
- Increasing housing access by creating 200 new permanent shelter beds, 200 new homes with permanent support, and 2,000 units to get low income people and those experiencing homelessness into housing.
- Reducing homelessness by preventing 2,500 people from falling into homelessness, rehousing 75 percent of people within six months, and reducing the number of chronic homeless individuals to 350.
- Creating new employment opportunities for those adults and youth who have experienced homelessness, including 600 new jobs for people experiencing homelessness.
- Supporting families with 400 new childcare spots for low and very low-income families.
- Increasing access to behavioral health, substance abuse and physical health services.

#### State Funding for Homeless Services

The Government Affairs team advocated intensely alongside California's most populous cities to draw in \$12.3 million in direct flexible State funding to the City of Long Beach for homeless services. The State's Homeless Emergency Aid Program (HEAP) represents the first time state General Fund dollars have been dedicated to homeless services in California's history. The program was established as a one-time, \$500-million block grant program to provide direct assistance to cities and counties to address the homelessness crisis throughout California. HEAP is authorized by Senate Bill (SB) 850, which was signed into law by Governor Brown in June 2018. Using HEAP funds, the City was able to purchase Atlantic Farms for a 125-bed year-round homeless shelter, which is expected to open in June 2020.

HEAP funding has also allowed the City to secure the property at 1718-1722 Hayes Avenue, which will serve as a Navigation Center (homeless property storage facility). This facility, which will be available next year, will allow for increased access to services, as well as storage opportunities for 100 individuals experiencing homelessness who are working toward permanent housing. In addition, HEAP funding has enabled the City to pilot a S.A.F.E. Parking Program, which is being explored in other areas across California.

#### Expanded Mental Health Evaluation Teams

In FY 20, the Police Department will continue efforts directed toward addressing homelessness, substance abuse, and mental health problems through the Mental Health Evaluation Team (MET). The MET is a unique, innovative public safety service that pairs police officers with L.A. County Department of Mental Health Clinicians. This partnership affords the Police Department the ability to offer increased service to those individuals who need access to mental health services in an efficient manner. The Department will also combine the efforts of the MET detail with those of its four divisional Quality of Life (QoL) police officers. This integrated approach to a services-based enforcement model will allow the Department to maximize its deployment of resources throughout the city, while providing a more effective and efficient response for the community.

## HEART Program

Initially implemented as a pilot program in FY 17, the Fire Department's Homelessness Education and Response Team (HEART) Program, received ongoing, structural funding in FY 18 and FY 19 to continue its mission of reducing the number of Fire Department responses to individuals experiencing homelessness through rapid response to 911 calls for service, collaborating with Continuum of Care Partners, and educating fire service and community members about issues surrounding homelessness and available resources. In its second year of operation, the Department added a second HEART Unit, and continued to experience great success in addressing the needs of people experiencing homelessness.

Since the program's inception, this dynamic group has responded to more than 3,500 calls for service, 1,900 proactive contacts with individuals experiencing homelessness, and responded to 1,600 911 calls that otherwise would have required an emergency apparatus dispatch. These outreach efforts have connected more than 500 individuals, of whom 37 were veterans, to Continuum of Care resources. Due to the program's success, other public safety agencies have recently begun modeling similar programs after the HEART Team.

## Permanent Housing

As the statewide homeless crisis continues to impact Long Beach, the City's Long Beach Community Investment Company is helping to address the issue by contributing to the development of permanent housing for homeless individuals and families. Currently, 98 184 units for homeless households are under construction in four projects: as part of The Beacon Apartments at 1201 Long Beach Boulevard. Another 137 units have been approved or proposed for construction in four projects: Las Ventanas Apartments at 1795 Long Beach Boulevard, Vistas Del Puerto at 1835-1850 Locust Avenue, and The Spark at Midtown (1900 Long Beach Boulevard). Another 39 units have been approved for construction as part of the 469 West 17th Apartments (469 W. 17th Street). Residents in these projects will be provided with case management and on-site supportive services to assist with their transition into permanent housing.

## Homeless Services Call Taker

To provide accurate and timely information to non-emergency 911 callers regarding homeless issues (calls that do not rise to the level of a police or fire emergency response), the Departments of Disaster Preparedness & Emergency Communications and Health and Human Services (HHS) partnered to implement the Homeless Services Call Taker (HSCT) pilot program. Through this program, non-emergency callers to the 911 Call Center received the most current, accurate and timely information related to services available to individuals experiencing homelessness.

Under the pilot program, a HSCT was positioned at a workstation within the 911 Call Center, non-emergency calls-for-service regarding homeless issues were transferred by the Public Safety Dispatcher (PSD) to the HSCT. If during their conversation with the HSCT, the situation regarding the initial call-for-service escalated to an urgent status, the HSCT immediately transferred the call back to a PSD. This pilot was beneficial to calling parties who wanted to have a more in-depth conversation about non-emergency homeless issues than the PSD could provide, and for those callers who requested a referral to other homeless services. HHS was responsible for the staffing and training the HSCT.

## Electronic Patient Care Reporting Data System Management

The Fire Department is leveraging data generated by the Electronic Patient Care Reporting System (ePCR) to modernize homeless and mental health outreach, emergency response resource management, and substance abuse issues. This new data driven approach is helping the Department better anticipate frequency and location of emergency situations and better position resources to meet community needs.

## **INFRASTRUCTURE**

### Civic Center Project

The City has been designing and constructing a new City Hall for the past two years and construction is nearly complete with anticipation of it opening on July 29, 2019. In support of the Civic Center's goal to create a modern City Hall and Main Library, the Technology and Innovation Department (TID) is working to establish a foundational infrastructure capable of supporting the new Civic Center and the City's business needs. As part of building a new Civic Center Campus, creating a new foundation for City technology operations, developing a modern government workflow, and ensuring a seamless migration from the existing buildings, TID and Public Works launched 19 technology projects, including Council chambers, conference rooms, Reprographics, operations, access controls, cameras, cable television, personal computers, telephones, wireless networks, wired networks, telecommunications provider migration, data center, main distribution and intermediate distribution technology rooms, campus fiber loop, radio and microwave, cellular distributed antenna system (DAS), application migration, and City Hall and Library decommissioning. These projects will enable the City to operate more efficiently, effectively, and securely while also providing better services to staff, residents, and businesses.

### Belmont Beach and Aquatics Center

The City continues to make progress on the entitlements for the Belmont Beach and Aquatics Center. Staff is working to finalize the Coastal Development Permit application and has spent several months working with Coastal Commission staff to understand the various questions they have about the project and the steps needed to bring this item before the Coastal Commission. This includes conducting an additional in-depth sea level rise analysis to understand what impact any potential sea level rise would have on the potential site, and formulating solutions such as sand replenishment to ensure the facility is not affected by sea level rise or interpreted as functioning like a sea wall. The application to the Coastal Commission was submitted in 2018.

City staff are also developing a robust outreach program with linkages to the City's current recreational programming to enhance the entire community's access to the pool. This will include marketing in multiple languages, enhanced transportation options from popular recreation sites in disadvantaged areas and incorporating the pool into the City's current citywide recreational offerings so the pool serves the broadest population possible, with an emphasis on connecting disadvantaged communities to swimming opportunities.

### Pavement Management Plan (PMP)

In 2015, the City completed its first formal Pavement Management Plan (PMP), a tool used to catalog, impartially rate, and effectively plan-out maintenance and repair of the City's street

network by providing a structural rating for each street. To obtain this rating, the firm that conducted the PMP measured both the surface condition via lidar scan and strength by dropping 9,000 pounds onto the street surface and measuring the results. In 2015, the condition of the City's streets by category was "good" for the major roadway network and "fair" for the minor roadway network. In the 2017 PMP update, the condition of the City's streets remained in the same category with "good" for the major roadway network and "fair" for the minor roadway network. The next PMP update is scheduled for FY 20.

#### Alley Management Plan (AMP)

With over 100 dirt alleys across the city, funding to pave and maintain those alleys has been a challenge. The Public Works Department recently completed the first Alley Management Plan (AMP), similar to the Pavement Management Plan, and presented the findings to the City Council. The AMP uses methods similar to the PMP to inventory and provide a condition for every alley across the City. The initial findings are that there are over 200 miles of alleys throughout the City with 11 (approximately 5 percent) of those miles being alleys that are unpaved. The estimated cost to pave these alleys is \$5 million. The total cost of all the alley needs is estimated at \$98 million. Measure A will fund the paving of all the City's dirt alleys by the end of FY 20.

#### Sidewalk Management Plan

The City conducted an evaluation of its pedestrian facilities, including sidewalks and curb ramps, to determine the extent to which individuals with disabilities may be restricted access to City facilities. This information allowed the City to update its ADA Transition Plan and further the City's ongoing commitment to create inclusive and accessible public places. This plan found a \$631 million need for investment in the City's sidewalks and ADA curb ramps. A budget of \$7 million was allocated for FY 19, including \$2 million for sidewalk repairs and \$5 million for curb ramps. Public Works estimates that \$95,000 square feet of sidewalks were repaired and 1,000 ADA ramps were completed in FY 19.

#### Facility Condition Assessment (FCA)

The Facility Condition Assessment (FCA) will provide a comprehensive assessment of City, including visual building evaluation (structural, mechanical, electrical, plumbing and energy and water conservation), corrective recommendations and budget estimates for corrective work, and a projected schedule for the completion of all recommended work and preventative maintenance work. The FCA will identify the useful life of each facility component, include a Facility Condition Needs Index (FCNI) for each facility, prioritize, and calculate accurate cost estimates for repairs/upgrades to be completed within the next five years and beyond.

#### Reconstruction of Runway 26 Left

Airport implemented the reconstruction, realignment and re-designation of Runway 8R-26L to improve airport safety and meet current standardization. The project took approximately ten months with multiple phases of construction to allow aircraft movement to remain while the runway was being reconstructed. The reconstruction scope of work consisted of shortening the runway from the original length of 5,423 feet to the new length of 3,918 feet, narrowing the width from 150 feet to 100 feet, constructing a new Taxiway to allow for smoother aircraft movement and a new lighting system which included PAPIs (Precision Approach Path Indicators).



## Phase II of Terminal Area Improvements

The Airport continues its \$59-million Phase II Terminal Area Improvements Project that focuses on increasing customer service and the safe movement of vehicular and pedestrian traffic through the Terminal Area while maintaining and enhancing the current character of the Airport's Historic Terminal Building as a Long Beach Cultural Heritage Landmark. The major components of the project are:

- Checked Baggage Inspection System (CBIS) facility
- Baggage claim area improvements
- Ticketing facilities
- Terminal renovation
- Rental car customer transaction services
- Pre-security concessions, meet and greet plaza, and restrooms
- Roadway and signage improvements
- Rental car vehicle storage
- Ground transportation improvements

## **MOBILITY & LIVABILITY**

### Beach Streets

Beach Streets, one of the City's most innovative outreach events, closes a major commercial thoroughfare to vehicular traffic to facilitate walking, bicycling, skating, socializing and shopping. These events have taken place in Uptown, Downtown, Midtown, East and West Long Beach with up to 60,000 people participating in each event. Beach Streets promote the pursuit of innovative strategies to achieve environmental, social, economic, and public health goals. On April 27, 2019, the City hosted its seventh open streets event, "Beach Streets Pacific Avenue." The event route closed Pacific Avenue between 3<sup>rd</sup> Street and Willow Street to vehicular traffic and encouraged people to walk, bike, rollerblade, skateboard and shop on Pacific Avenue in Long Beach. Entertainment hubs were set up throughout the route, featuring live music, children's activities, food and drink specials, and more. Additional Beach Streets events are planned for FY 20.

### Pay-by-Phone Parking

In a continual effort to improve the parking experience for the City's residents and visitors, the Public Works Department has initiated a pay-by-phone service at beach lots which allows users to use a mobile app or a web browser to pay for parking. The Department continues to implement solutions to improve the parking experience for the City's residents and visitors. In FY 20, the Department will expand the availability of the Passport, Inc. mobile payment application for parking throughout the City. Users can use the mobile application to pay for parking quickly and securely with their Apple and Android smartphone devices. The service also provides users with alerts when their parking session is close to ending, allowing them to add additional time remotely. Benefits to the City include decreased operational costs, and increased parking revenue and compliance.

### e-Scooter Program

Upon the completion of a pilot program, the City Council, in February 2019, acted to initiate a shared micro-mobility program, which included a request to the City Attorney to prepare an ordinance amending the Long Beach Municipal Code (LBMC) governing the use of services aimed at providing micro-mobility options for residents. It also limited the maximum number of units to 4,000, going up to 6,000 units after a six-month review and compliance with program rules by the operators. The City Council directed staff to proceed with an ongoing program to allow a maximum of six vendors (anticipated to be four e-scooter vendors and, in the future, two e-bike vendors) to continue to offer the service in the City's public rights-of-way.

Once the initial four vendors are selected they will be permitted to deploy, or continue, services in the City. Staff will continue to work closely with each of the operators to ensure that the State's laws governing motorized scooter use and the City's regulations are followed to ensure limited impact on non-users of the devices. Staff is currently working on a permit expected to launch in Summer 2019 to select the four vendors. The permit will better regulate the program and collect fees from vendors to off-set the ongoing costs of administering the program.

### Bike Boulevards

The Daisy-Myrtle Bicycle Boulevard has been completed and serves the residents of Council District's 1, 6, 7, 8, and 9. This Bike Boulevard extends from Daisy Avenue and Third Street to Myrtle Avenue and 70<sup>th</sup> Street, a 9.5-mile-long route and serves as a connection from South Long Beach to North Long Beach via Bicycle. Future Bike Boulevards are currently in the planning stages with some beginning construction in FY 19, including 15th Street Bike Boulevard.

### Bayshore Area Improvements

The Public Works Department completed several projects in the Bayshore Area of Alamitos Bay that will substantially improve mobility and livability for both residents and visitors:

- Projects included the Bayshore Lifeguard Station rebuild, the Bayshore Swim Dock and installation of a Wibit inflatable water sports park, with slides, a trampoline combo and a climbing wall for Summer 2018 and Summer 2019 with expanded elements. The Wibit was introduced in the summer 2018 and was hugely successful with children and the public. In May 2019, the inflatables were re-installed and new elements added.
- A new inflatable water playground is being explored for Alamitos Beach.

## **COMMUNITY IMPROVEMENT**

### Digital Inclusion Masterplan

The City of Long Beach has been designated as a Digital Inclusion Trailblazer by the National Digital Inclusion Alliance and our approach to promote digital inclusion is through a compilation of the following:

- Public Access to Technology
- Access to Digital Content
- Digital Literacy
- Programs and Services

Some of the digital inclusion efforts that are in place include:

- The City offers a total of 333 Public Access PC's within our Library system
- All 12 City Libraries have been upgraded to an ultrafast 1 gigabyte broadband connection
- All 12 libraries and 23 parks have City-provided free public Wi-Fi access, with approximately 85 percent of City residents living within one mile of these sites
- City libraries offer computer and coding training classes both in-person and online, in both English and Spanish
- Recipient of the 2019 California Association of Public Information Officials (CAPIO) Award of Distinction for the International Digital Inclusion Week (IDIW) Social Media Engagement Campaign under the Social Media Campaign Category.

In addition, there were several accomplishments in 2018 and 2019 related to Digital Inclusion:

- Hired full-time staff to manage the planning, development, implementation and evaluation of economic and digital inclusion initiatives and projects.
- Celebrated International Digital Inclusion Week (IDIW), October 15 - 21, 2018, in collaboration with the Economic Development Department on and educated the Long Beach social community about the digital services, resources and tools that are available in Long Beach.
- Supported the Technology and Innovation Commission (TIC) on conducting a Digital Inclusion Community-Based Survey to assess how Long Beach residents connect to Internet services and the barriers they face. TIC developed a summary report that includes strategic recommendations for advancing digital inclusion efforts citywide.
- Launched a new digital inclusion website in collaboration with the Economic Development Department.

The City continues to look at innovative approaches and partnerships to enhance digital inclusion and is in the process of co-creating a Digital Inclusion Roadmap with community members and local stakeholders. This Roadmap will be a blueprint for ensuring that everyone in Long Beach has equitable access and use of digital literacy training, the Internet, technology devices and other digital resources.

### Clean Team

The Clean Team's emphasis is on improving the appearance of Long Beach neighborhoods. This is accomplished by collecting illegally dumped items including mattresses for recycling, cleaning up homeless encampments, conducting neighborhood clean-ups and litter abatement. The Clean Team helps coordinate efforts from other City operations to synchronize graffiti abatement and code enforcement requirements with Clean Team activities. Approximately 22,800 dumped items are expected to be collected this year along with an estimated 832 alley and 74 neighborhood clean-ups. The Clean Team is expected to conduct 400 homeless encampment clean-ups throughout the City, including those in City parks, performed by staff and court referrals. Additionally, the Clean Team, working with Public

Service and Code Enforcement, began a weekly “Deep Cleaning” program that focuses on weed abatement, graffiti removal, code violations, litter and dumped item removal selected commercial corridors as well as in adjacent alleys.

### Short-Term Rentals

During 2018, the City worked a consultant and the community to identify potential options for regulating short-term rentals throughout the city. In December 2018, the City Council selected a preferred option, asked staff to do additional research, directed the City Attorney to prepare an ordinance, and authorized the execution of transient occupancy tax (TOT) collection agreement with Airbnb. With these items completed, staff will begin implementing the ordinance in 2019. Highlights of the ordinance include:

- A STR hosts will be required to register.
- A STR host may operate up to two non-primary residence STRs or three if one STR is a primary residence. (A primary residence is defined as residential property where the STR host resides at least 275 nights per year.)
- Non-primary residence STRs will be limited in multi-family buildings or disallowed if prohibited by the HOA, property owner or deed restrictions.
- For a hosted stay (i.e., the host is on-site during the rental activity), there will be no limit to the number of nights rented, but an un-hosted guest stay in a primary residence STR will be limited to 90 nights per year.
- A local 24-hour contact person will have to be available to respond to complaints within one (1) hour.
- An optional ban on un-hosted STRs may be implemented by a vote of property owners within a geographic area.

### Language Access Plan

City staff continues to move forward with the implementation of the Language Access Policy (LAP), which is aimed at making the City’s services, meetings, and vital documents more accessible to Limited English Proficiency (LEP) speakers who speak Spanish, Khmer, or Tagalog. The following is a summary of recent LAP efforts:

- In FY 19, the Office of Equity conducted a comprehensive evaluation of LAP implementation in partnership with the Language Access Coalition to improve service implementation, including building signage, use of bilingual staff to assist, over-the-phone interpretation, document translation, and interpretation at public meetings.
- Document translation and oral interpretation services continue to be provided. Since the beginning of FY 19, approximately 163 documents have been translated into the LAP languages and oral interpretation has been requested at 145 public meetings. These numbers to date reflect a 174 percent increase in requests for interpretation services and a 41 percent increase in requests for translation services over FY 18 totals.
- More than 600 City staff have completed bilingual staff training, which addresses the prohibition of the use of minors as interpreters.

- Language Line continues to be available citywide. Since the beginning of FY 19, Language Line has provided over-the-phone interpretation services for 87 calls.
- There are currently 74 forward facing phone lines with recorded outgoing messages in the LAP languages.
- Since October 2018, LAP staff have conducted 4 language access trainings reaching 40 City employees, for a total of 851 trained staff.

## **CITY SERVICES**

### Development Services Community Outreach and Engagement

In FY 18, the Planning Bureau initiated a new community outreach and engagement program built on the combined power of sharing information online with direct in-person outreach. These efforts were expanded in FY 19 corresponding with the launch of the Department's new website.

Highlights of the program include:

- Comprehensive information regarding the Planning process, such as case filings, staff review, hearings and other project development news, all easily available to the public via the website.
- An interactive map which provides the location, status, renderings and other information for major projects pending and approved around the City.
- A "mark the map" tool which allows the public to connect their favorite location around Long Beach with local history and influence the update of the City's Historic Context Statement.
- Use of "RuskinARC" software to allow the public to view new survey data, photographs and supporting materials for the City's historic landmark districts. This program is rolling out with Drake-Wilmore followed by Craftsman Village.
- Completion of the General Plan Noise Element with public information from the "ListenUp Long Beach" App that crowdsources community noise issues.

### Refuse

The City has been working on re-engineering the commercial refuse collection routes to optimize service, reduce overtime and ensure that the City has the appropriate amount of resources to service the continually growing number of commercial refuse accounts. Staff will evaluate the size of commercial containers, number of commercial service vehicles in the fleet and rebalancing the number of accounts on each route.

### Street Sweeping

In FY 19, the City began an educational campaign to inform residents that live along streets that have substantial amounts of leaf debris to not sweep that debris into the streets. Educational flyers were distributed to residents in the affected areas. Motor Sweeper Operators were also issued with the educational flyers to hand out to residents on an as-needed basis. The City currently utilizes bicycle lane sweepers to clean the 17 miles of bike

lanes. Due to the construction of the protected bicycle lanes, an additional bicycle lane sweeper will soon be added to the City's fleet. The City added regular street sweeping of medians and islands Friday nights and Saturday mornings. By having the sweeping done during low traffic hours the City can ensure that these areas are swept clean from debris without causing traffic or safety hazards. The Division currently sweeps approximately 146,000 miles and collects nearly 11,000 tons of debris each year.

### Parking Enforcement

The City is currently piloting the use of automatic license plate readers (ALPR) for parking enforcement. This system could potentially replace the old method of "chalking" tires for enforcement. The pilot is currently being done with electric vehicles that have the ALPR system installed. Staff are evaluating the success rate of the system compared to the previous methodology of chalking and to see the impact of the ALPR on battery drain of electric vehicles. If successful, this system could allow City employees to more accurately track vehicles in timed parking zones. It would also allow the City to reduce the aged right-side vehicles in its fleet in favor of more environmentally-friendly vehicles.

### Birth Records

The Vital Records Division of the Health Department implemented the State of California's new Electronic Birth Registration System. This new system will expedite birth registrations across the City, reduce errors and provide better service to constituents.

### New Library Services

Library Services added, or expanded, several programs in FY 19:

- *Khmer Resources:* In 2018, Library Services was awarded a Federal Library Services and Technology Act grant to catalog Khmer language print materials at the Mark Twain Library. The Mark Twain branch has the largest public library collection of Khmer books and print materials in the United States. Despite the size of the collection, the books were unsearchable in the Library's online catalog and the catalog lacked the ability to display the Khmer script. The Library has now added the Khmer script to its online catalog, enabling users to search for Khmer titles more effectively. More than 1,000 cataloging records for Khmer books have been added to the collection. Circulation (number of checkouts) of this collection has increased by an estimated 20 percent.
- *Adult Literacy:* To increase basic literacy skills, the Library launched a new adult literacy program titled LB Reads. LB Reads is a free, one-on-one literacy tutoring program designed to help English speaking adults improve their reading and writing skills by pairing tutors and learners in a trusted learning environment, so they can reach their potential as workers, parents, community members and life-long learners. This program was made possible by the California State Library through a California Library Literacy Services grant.
- *Supply-brary:* Through its Family Learning Centers, the Library launched the Supply-brary, designed to enhance academic support by providing training, materials and supplies for student's required homework projects, such as science fair experiments and California missions. The reality for many Long Beach students is that they experience difficulty with the quality of their projects because their families face economic hardship and cannot afford necessary supplies. The Supply-brary helps give all students,

regardless of family income and resources, an equitable chance to succeed, increased confidence in their school projects, and decreased stress associated with these projects. This project was made possible by a California State Library grant.

### Parks and Recreation Partnerships

Through the Partnerships to Enhance Parks, Programs and Services (PEPPS) program corporate sponsors partner with the Parks, Recreation and Marine Department to provide donations, sponsorships, partnerships or volunteer support that will improve our park facilities, programs and services that are offered to our community. Several sponsorships were provided in FY 19, including:

- *Los Angeles Dodgers:* The Dodgers RBI Foundation provided 816 Youth Sports T-ball participants with a complete Dodgers uniform and glove. Baseball bats, catcher's gear, and helmet were also provided to enhance this exciting program.
- *Los Angeles Clippers:* The Los Angeles Clippers provided more than 1,300 Youth Sports participants ages 5-14 with Clippers jerseys, as well as participation in a basketball clinic. Additionally, the Clippers provided balls and other equipment, as well as paid half the cost of 1,400 t-shirts the Department historically provides to youth sports participants.
- *Los Angeles Kings:* The Kings conducted a free Ball Hockey League "street hockey" clinic for hundreds of youth as part of the Youth Sports program from the Department's Winter Fun Days program. They, along with Frontier Communications, also funded the resurfacing of the courts at Heartwell and Cherry Parks to allow for the playing of "ball hockey," and provided clinics to 300 youth. Additionally, the Kings continued their sponsorship of the "All City Beach Day" at Granada Beach, by donating and serving lunch to over 2,000 youth participants from all over the City, leading games and distributing giveaways.
- *Vans Shoes:* The Vans Shoes corporation organized over 40 of their employees, as well as some funding, for a Friday clean-up, painting and planting event at Bixby Park.
- *Kaskade "Sun Soaked" Event:* Once again, through Kaskade and the Sun Soaked event, the Department was able to offer disadvantaged youth and teens, as well as low-income seniors, opportunities along the Long Beach waterfront. Some of these activities included field trips to the Long Beach Aquarium; tours of Carnival Cruise Lines and the Queen Mary; and opportunities to attend classes, clinics and events at the Leeway Sailing Center, Belmont Pool and Colorado Lagoon.

### Parks, Recreation and Marine Department Volunteer Program

The Parks, Recreation and Marine Department has been experiencing a high demand from the community to provide an outlet for individuals and groups interested in volunteering. These community groups have included colleges and universities, church groups, environmental groups, school program participants, youth groups, as well as individuals with years of experience and expertise who want to give back to the community. The demand has created a need to establish a clearing house to monitor, coordinate, and fingerprint volunteers to avoid any safety and liability issues and to best utilize the volunteers and direct their efforts into areas with the greatest need. Thus, the Department established the Volunteer Program, with a Volunteer Coordinator who is responsible for recruiting, screening, and placing volunteers in

Department programs, including local parks. The Volunteer Coordinator also works with our various partners in the community, including local colleges/university to recruit additional skilled and dedicated volunteers. Nationwide, the value for one volunteer hour is \$25.43. In FY 19, volunteers provided over 100,000 volunteer hours, with a value of approximately \$2.5 million.

#### Parks, Recreation and Marine Department Strategic Plan

The Parks, Recreation and Marine Department is launching a new effort to update the 2003 Department Strategic Plan, made possible by funding provided in the FY 19 Budget. This new Strategic Plan will cover a ten-year period, from 2020-2030, and will guide operational, staffing and budgeting decisions for the Department. At its core, the Strategic Plan determines how work is prioritized, how staff is organized, and how decisions regarding investments are made. Over the coming months, the Department will ask residents to share their vision for the future of the Department. Staff will reach out through surveys, newsletters, emails, community workshops, as well as be present at movies and concerts in the park and other community events.

#### Parks, Recreation and Marine Department Sports Permits

In FY 19, the Department began publishing a daily report of sports field usage for residents to review. Having this information readily accessible allows the residents of Long Beach, Department staff, and the Police Department greater communication to verify the permitted use of facilities. This is especially helpful on busy holiday weekends. Since the online reports contain the league's name, members of the community have found it easier to identify and register for the local sports leagues using Long Beach parks. The Department's commitment to providing this information has promoted the use of our park spaces by youth and adults alike at many sports fields.

### **FINANCE**

#### Voluntary Collection Agreement with Airbnb

The City has entered into a voluntary collection agreement with Airbnb Inc to start collecting and remitting Transient Occupancy Tax (TOT) from its short-term rental hosts. Airbnb is one of the largest booking platforms for short-term rentals. By participating in this voluntary collection agreement, the City is projected to generate \$900,000 in potential revenue from the approximately 1,328 active short-term rentals in Long Beach.

#### Cannabis Business Systems Development and Improvements

With the passage of the adult-use cannabis ordinance, staff modified the existing business licensing applications and internal processes to streamline the issuance of business licenses for adult-use cannabis businesses. The City's business license system has been further updated to allow adult-use applications to flow through automated approvals and billing processes that are compliant with the new regulations. In addition, various reports and metrics have been developed to track the progress of cannabis applications within the licensing system. The City continues to make improvements to internal processes and external content through the City's webpages to improve the efficiency of the licensing process.



### Payroll Disbursement Improvements

In 2019, the City now offers employees a choice between direct deposit option and a reloadable payroll debit card. Payroll debit cards offers employees increased security, faster access to cash, and greater payment flexibility, and reduces the inefficiencies of printing and handling paper checks. Payroll card holders have free and immediate access to instant cash via a vast ATM network and Visa banks nationwide. The payroll card is secure and can be used to make purchases anywhere Visa debit cards are accepted. Card holders have online access to their transaction history, account balance, and activity alerts via text or email as well.

### Unclaimed Asset Reimbursement Program

In 2019, the City implemented annual claim process to resolve unclaimed liabilities held by the City. The procedure widely notices and makes available dated claims. By successfully clearing \$3.9 million of reconciling items, the procedure increases the efficiency of the monthly and annual reconciliation and financial closing processes, thus promoting administration efficiency.

### Debt Management

In FY 19, Financial Management issued the 2019 lease revenue bonds (2019 Bonds). The 2019 Bonds were an innovative financing solution to fund the public safety parking garage and refinance certain outstanding debt. Issuing the 2019 Bonds resulted in \$11.4 million in savings to the General Fund. The bond issue also allowed the City to release existing pledge assets and provide future financial flexibility. Furthermore, by simultaneously financing the public safety parking garage and refinancing certain outstanding debt, the City was able to save on the costs of issuance and approximately six months of staff time associated with issuing a bond.

### Reciprocity with the State of California's Tax Franchise Board

The City has entered into an agreement with the State of California Franchise Tax Board (FTB) to share databases. Sharing information with each other will help the City locate business who reported business income to the FTB from a location in Long Beach. The City continues to compare this list to our business license database and provides outreach to businesses on the FTB list that do not have active City business licenses to inform them they need to apply. This program is a highly efficient pro-active enforcement tool that will generate additional revenue to the City's general fund.

### New Stormwater Compliance Funds

The Government Affairs team negotiated the most favorable Los Angeles County Measure W stormwater implementation plan possible for the City of Long Beach. This plan directs 50 percent of Measure W revenues to regions (Long Beach is a member of two regions); 40 percent of revenues directly to cities (\$5.5 million to the City for stormwater compliance costs); and 10 percent to the Los Angeles County Flood Control District for countywide costs that benefit cities, including Long Beach, through education campaigns and other stormwater improvements.

## **SUSTAINABILITY**

### **Climate Action Plan**

Since 2015, the City has been committed to proactive climate action strategies. Currently, the City is in the final stages of developing a comprehensive Climate Action and Adaptation Plan (CAAP) that will set aspirational yet achievable measures to reduce community-wide and municipal greenhouse gas (GHG) emissions and set feasible implementation strategies for adaptation to climate change impacts. The objectives of the plan include ensuring compliance with state regulations, providing a robust and defensible plan on which future CEQA documents can rely, engaging a wide cross-section of the public in the development of the Plan, and pursuing innovative solutions that assist the City in improving economic opportunity and quality of life for its residents. In June 2018, the initial results were shared with the public and public input was provided. Outreach events and activities continued into FY 19, including two large workshops and dozens of smaller neighborhood events to validate data and risk assessments and to work in partnership with the community to understand, prioritize and plan mitigation measures and adaptation strategies towards CAAP goals and impact reduction strategies. The final plan is now being compiled for approved by the Planning Commission and City Council.

### **Expanded Polystyrene (EPS) Ordinance**

The EPS ordinance prohibits the use of single-use food and beverage containers made of expanded polystyrene foam, rigid polystyrene #6 and non-recyclable and non-compostable material for prepared food distribution. This ordinance is important because EPS becomes litter due to the ease in which it breaks up into microplastics during travel. It also has negative health impacts and once it is food-soiled, it cannot be recycled.

The ordinance is being implemented in three phases. The first phase took effect on September 3, 2018 and included all City departments, City owned and leased facilities, renters or lessees of City properties, City contractors and vendors, and City-sponsored and City-permitted events to comply with the ordinance. The second phase took effect on March 3, 2019. All large food providers, defined as those providing or selling prepared food to the general public for on-site or take-away consumption, including restaurants seating more than 100 persons, must comply with the ordinance. The third phase of the ordinance will become effective on December 3, 2019. This phase includes restaurants seating 100 or fewer persons and all other food providers. The ordinance also calls for a ban on the sale of polystyrene ice chests, polystyrene bean bags and crafts, and includes that utensils and straws are given upon request for take away items.

All City facilities are currently in compliance with the ordinance. The Environmental Services Bureau has developed a robust education program and is working in conjunction with the Health Department to ensure compliancy citywide.

### **Solar Installations**

The City continues to reduce its carbon footprint and decrease energy costs by pursuing the use of renewable energy sources. Through an agreement between the City and PFMG Solar Long Beach, LLC, existing City-owned surface parking lots and parking structures will house solar installations that will generate power for the City at a cost that will be less than the cost of utility-provided power. After evaluating City facilities, 11 were considered and 10 were deemed eligible. PFMG will construct, operate, and maintain the installations at no cost to the

City for a term of 25 years. This effort will significantly advance the City's Climate Action Plan and sustainability goals. In addition to reducing the City's carbon monoxide footprint, the structures upon which the panels will be installed will provide covered parking.

### Sustainable Fleet

There is considerable ongoing and planned action to further increase the City fleet's sustainability. The City continues to emphasize the use of alternative fuels in the fleet, focusing on renewable CNG and electricity for new purchases. The motorized fleet is currently 42 percent alternative fuel with a goal of 45 percent in FY 20, and the motorized non-safety fleet is currently 60 percent alternative fuel. The City purchases alternative fuel options over 98 percent of the time when such options are available. This includes vehicles such as hybrid-electric CNG bucket trucks, hybrid vans, and plug-in hybrid pickup trucks. Fleet plans to add plug-in hybrid SUVs and a wider range of electrified trucks in FY 20, as well as a pilot program for the first pursuit-rated hybrid vehicles with the Police Department. The Fleet Services Bureau is a NAFA Sustainable Fleet with a top-tier accreditation.

### Renewable Fuels

For years, vehicles in the City's award-winning fleet have been downsized and alternatively fueled whenever feasible. This is reflected with the City's continued use of renewable fuels and compressed natural gas (CNG) as opposed to conventional diesel and liquid natural gas (LNG). Renewable fuels greatly reduce greenhouse gas (GHG) and tailpipe emissions and cost the same or less than traditional fossil fuels. The City anticipates a reduction in GHG emissions in 2019 of nearly 8,200 tons, a 6.8 percent improvement over 2018 through use of these fuels. Currently, 393 vehicles are powered by renewable fuels, 24 percent of the City's total motorized fleet. 54 percent of the City's overall 2019 fuel use is projected to be renewable fuels.

In 2019, the City continues its renewable fuel evolution as it transitions its high fuel use refuse trucks and sweepers from renewable LNG to renewable CNG. Renewable CNG has all the environmental benefits of renewable LNG while being less expensive. It also enables use of the lowest emission engines available, allowing the City's early compliance with 2023 emission standards. Additionally, the City continues to use renewable diesel fuel in all diesel trucks and equipment used for maintenance, emergency response, and transportation purposes. Renewable diesel is produced from waste fats, residues and vegetable oils, and considered sustainable.

### Solar Water Heating Program

In November 2018, pursuant to AB 797, the Energy Resources Department implemented a Solar Thermal System Incentive Program (Program) for residential and commercial solar water heating systems. Implementation of the Program supports statewide greenhouse gas reduction goals identified in AB 32. A solar water heating system is a solar energy device with the primary purpose of reducing demand for natural gas through water heating, space heating, or other methods of capturing energy from the sun to reduce natural gas consumption in a home, business, or any building receiving natural gas that is a utility retail customer that meets or exceeds certain eligibility criteria. The Program further requires reserving 50 percent of the total incentive revenue collected until 2020 for installation of solar water heating systems in low-income residential housing or in buildings in disadvantaged communities.

### Citywide Electric Vehicle Charging Stations

Approved by City Council in September 2018, the Public Works Department began the process to install up to 300 chargers citywide. The EV Charger project involves constructing charging stations for both public use and dedicated City vehicle use. The Broadway Parking Structure (Public) chargers were placed in service April 2019, additional chargers are expected to be installed at the ECOC, Granada Beach, the Long Beach Museum of Art, Aquarium Parking Structure, Main Health Parking Lot, Pike Parking Structure, Police Academy, and Temple/Willow Facility (Fleet Services).

### LB-MUST

In April 2016, the City Council approved a \$28-million Cooperative Implementation Agreement with Caltrans for the design and construction of an innovative and transformational stormwater treatment plant — formally named Long Beach Municipal Urban Stormwater Treatment Recycle Facility, or LB-MUST. The plant will be built along the east bank of the Los Angeles River in the general area between 4th and 7th Streets and will capture polluted urban runoff before it enters the river. The runoff will come from approximately 12,000 acres of western Long Beach. This will stop pollution from entering the river and beaches, provide a resource of water to be used in parks, and create recreational space along the LA River. The City also secured a \$2 million grant from the Los Angeles Rivers and Mountains Conservancy for the wetlands project surrounding LB-MUST and \$1 million from the Port of Long Beach for treatment equipment. Staff also applied for various grant funding opportunities to help fund the urban greening and storm water quality elements of the project. The project is currently at 80 percent design and the environmental documentation is complete. The Planning Commission recently approved the project and the project is tentatively scheduled to begin construction by Winter 2019.

### Water Conservation

The Parks, Recreation and Marine Department is working towards a centralized and automated irrigation system for the City's parks and medians, as a key component of increasing water use efficiencies in the City's parks and medians. The updated system is designed to save water, labor and money. The up-to-date irrigation controllers will enable staff to monitor weather, manage water flow, detect breaks and collect and analyze data necessary for effective flow management and water saving automation. Currently, 34 out of approximately 200 controllers converted to a centralized and automated irrigation system. The centrally-controlled irrigation system is a weather-based computer system, which enables the Department to remotely control each of these park and median irrigation systems within hours instead of sending staff resources to each location to manually reprogram the controller, which takes weeks. In addition, the central control system enables Department staff to efficiently manage water flow, detect breaks, and collect and analyze the data necessary for effective flow management and water saving automation. The project is anticipated to begin in Summer 2019 and completed in early 2020. The Department will continue to transition park and median sites to central control irrigation systems in FY 19. Once fully implemented, the program will help achieve and manage a more efficient and sustainable water conservation saving environment.

### Community Choice Aggregation Study

In 2001, the California legislature approved AB 117 which allows cities, counties, and joint powers authorities (made up of municipalities) that do not operate municipally-owned electric utilities to create a variation of a utility known as CCA. The CCA becomes responsible for electrical power procurement, rate setting for the electricity commodity component, and

customer programs. The current Investor-Owned Utilities (IOUs), Southern California Edison (SCE) in the case of Long Beach, would continue to provide transmission and distribution (poles and wires) services for the electric power, grid maintenance, meter reading, and customer billing.

In October 2018, the Energy Resources Department received approval from the City Council to award contracts with specialized utility consultants to conduct a Comprehensive Analysis of Community Choice Aggregation Feasibility Study for the City of Long Beach. The goal is to capture the inter-relationship between the electricity markets, natural gas, hydroelectric and renewable energy sectors to simulate a wide variety of real-world scenarios and allow Long beach to rigorously examine the business case for CCA under a variety of changing conditions.

### I Dig Long Beach – 10,000 Trees by 2022

Not to be confused with the DIG Program, The I Dig Long Beach initiative launched in FY 13 with grant funding from the Port of Long Beach to plant 6,000 new street trees. Neighborhood and community groups and hundreds of volunteers partner with the City annually to plant, water and care for the new trees as they get established. In FY 20, the City will celebrate the planting of the 5,000th I Dig Long Beach tree.

To assist in doubling this achievement, the City of Long Beach expanded the I Dig Long Beach tree planting initiative in FY 19 with a \$1.26-million grant from the California Department of Forestry and Fire Protection's Community Forestry California Climate Investments Grant Program. This grant funds planting 3,600 additional street trees, 350 front yard fruit trees, an orchard with 50 fruit trees and a drought-tolerant plant nursery established at Willow Springs Park, as well as enhancing pedestrian sidewalks with 435 new tree wells, 60 new drought-tolerant bioswales, and a demonstration median bioswale.

In addition to expanding the city's urban forest, the project is adding much needed trees to underserved areas of the City, resulting in reduction of the urban heat island effect, and a reduction in air pollution, water pollution and greenhouse gas emissions. The project will create more inviting pedestrian friendly environments, encourage walking and bicycling, and help to improve watershed conditions by removing sidewalk concrete to create new tree wells and bioswales.

### Waste Diversion Plan

The Public Works Department continues to build the foundation for a zero-waste plan by initiating the first waste characterization study in Long Beach in over 30 years. The study will allow the City to better understand the types of materials that are being thrown away that could be diverted from the waste stream. By understanding what materials are being discarded by single family residences, multifamily residences, commercial locations and public litter streams as well as material collected from street sweeping routes, the City will be better able to develop new programs to reduce waste and be in compliance with state laws.

The first round of sampling for the waste characterization study occurred in April 2019. The material collected was sorted into 52 material categories at Southeast Resource Recovery Facility (SERRF). The second round will occur before the end of the year. Once the data from the two rounds of sampling is compiled, the City will analyze the data collected and develop a guide for the City's Zero Waste Plan.

### Organics Study

The City is completing two organics studies to understand the costs and operational impacts of implementing a source separated organics recycling program for our residential and commercial customers. State legislation is requiring that businesses that generate four cubic yards of waste or more per week must have this service, unless they qualify for an exemption (AB 1826). In the next few years, the State is requiring that all households have a separate bin for organics collection as well (SB 1383). The City is completing these studies to determine cost impacts and service options for our residents and commercial customers.

### Urban Forest Master Plan

The value of the urban forest has been estimated to be \$112 million in a study and evaluation completed in 2014. The Parks, Recreation and Marine Department is in the initial planning phase for reforestation of the urban tree population. Funding has been identified to address the decline of the forest by removing drought-affected species and trim valuable trees to improve long-term expected health. A master plan will be utilized to cohesively plan and implement the tree installation in the parks. As a part of this planning process, climate models, including long-range drought predictions, will be considered and incorporated into the plan.

### Civic Center LEED Gold Standard

Sustainability is a major component of the new City Hall. The building will meet LEED Gold standards through the implementation of a wide array of sustainable practices, including energy efficiency, improved heating/cooling, window glass E-Rating, and allowing more natural light into the interior floors. As a result, the new City Hall is projected to consume 25 percent of the energy than in the old City Hall. The Civic Center will produce its own renewable energy with roof top photovoltaic panels capable of generating 930 kWh of solar energy, enough electricity for 119 average homes.

### Direct Installation for Multi-Family Efficiency (DIME) Program

The Water Department will be piloting a program in FY 20 to install water and energy saving devices in multi-family buildings in disadvantaged communities. These devices include showerheads, faucet aerators, clothes washers, and toilets, which will save water and save energy because energy is used to heat water. Additionally, the Water Department DIME program will partner with Southern California Edison to coordinate a simultaneous installation of electricity saving devices as well. The DIME pilot program will upgrade 1,000 multi-family dwelling units.

### Direct Install Garden (DIG) Program

In FY 20, the Water Department will partner with Conservation Corps Long Beach and the Long Beach Office of Sustainability to launch the Direct Install Garden (DIG) Pilot Program. DIG will restore urban watershed health by installing drought-tolerant landscapes that increase resiliency to climate change through expanding the urban forest and mitigate flooding and ocean contamination by preventing storm water runoff. The Water Department received a grant from the California Coastal Conservancy for the DIG program and aims to complete approximately 50 DIG installations over the span of the two-year pilot.

## **ORGANIZATIONAL CHANGES**

### **Public Works Department**

To improve management and oversight of critical citywide projects, the Project Management Division in the Engineering Bureau was changed to the Project Management Bureau. As part of this reorganization, the Public Works Department centralized the management of capital projects citywide, including parks, public facilities and projects in the Tidelands area. Positions were reallocated at a zero-net cost to the General Fund. The Bureau is also responsible for managing the permitting and Engineering records within the Department.

As part of the FY 19 Adopted Budget, the Street Maintenance Division assumed street median islands maintenance responsibilities, including the MTA Blue Line and marina contract areas from the Parks, Recreation and Marine Department. Two positions were requested to support the Division's additional workload in the FY 20 Proposed Budget process.

### **Parks, Recreation and Marine Department**

The Parks, Recreation and Marine Department Animal Care Services (ACS) Bureau (LBACS) has implemented a new approach entitled "Compassion Saves." The Compassion Saves policy is an operational direction for LBACS that will support the goal to reduce euthanasia and increase pet adoption rates. This model is designed to ensure no healthy or treatable animals needlessly lose their lives while in the shelter's care. The policy was presented to City Council in April 2019 and included updates on the implementation of audit recommendations, current policies and policies to be included in the LBACS Strategic Plan. Additionally, the policy calls for stronger commitments to foster care, adoption programs, establishing a non-profit organization to support funding, and strengthening collaborations with the community, rescue partners, and volunteers. The Compassion Saves approach will position LBACS for further success in its operations and promote a more forward-thinking shelter. New organizational changes to improve operational efficiency in multiple areas to align with recommendations from the 2017 City Auditor Review Phase One.

The Community Engagement and Partnerships Bureau, which is the result of a realignment of certain Business Operations Bureau functions, was developed to most effectively invest in engaging park stakeholders to catalyze participation in park partnerships, planning and advocacy with the aim to develop productive community, business, academic and non-profit partnerships to provide park funding, programs, and services to the community. The Bureau's purpose is to create a stronger focus on engagement and partnerships that supplement park/recreation programs, park planning and projects for the Long Beach community; develop new grant and revenue for programs, projects or maintenance; and manage partnership relationships, contracts and agreements.

